

### 3.0 CUSTOMER AND MARKET FOCUS

#### 3.1 Customer and Market Knowledge

##### 3.1a Customer and Market Knowledge

**3.1a(1)** Virtually every citizen and/or traveler in Arizona is a customer or potential customer of ADOT. Most, if not all of these customers (and stakeholders) are identified through the strategic planning process, wherein representative staff throughout the agency agrees together who should be identified as an ADOT customer.

Of a potentially exhaustive list of customers, natural segmentations arise. Customers are segmented and targeted by services and products ADOT is mandated to provide. These are classified under two primary agency functions: (1) developing and operating a safe, effective, and efficient transportation infrastructure; and (2) facilitating the legal and safe use of that infrastructure.

These two primary ADOT functions drive the identification of its many services and products, which in turn serve to classify customer groups. These services and products include: (1) Highways and roads, (2) Credentials,

(3) Partnerships and Privatization, (4) Records and Information, and (5) Airport Enhancements.

In Figure 3-1, relationships between ADOT functions (noted in boxes), services and products offered (noted in circles), and customer segmentations are illustrated. On the outside of the largest circle, four major groups are identified as customers/stakeholders. These groups either directly benefit from services and/or are interested in ADOT's overall success.

A notable ADOT "customer" is linked in Figure 3-1 to the Privatization and Partnerships component: MVD third party providers. This group includes private companies, and in some cases public agencies (e.g., school districts that conduct Commercial Driver License training for bus drivers), authorized to conduct specific MVD transactions for their clientele.

In addition to the two primary ADOT functions, a secondary function serves to identify and segment customers, namely, support systems. The support systems

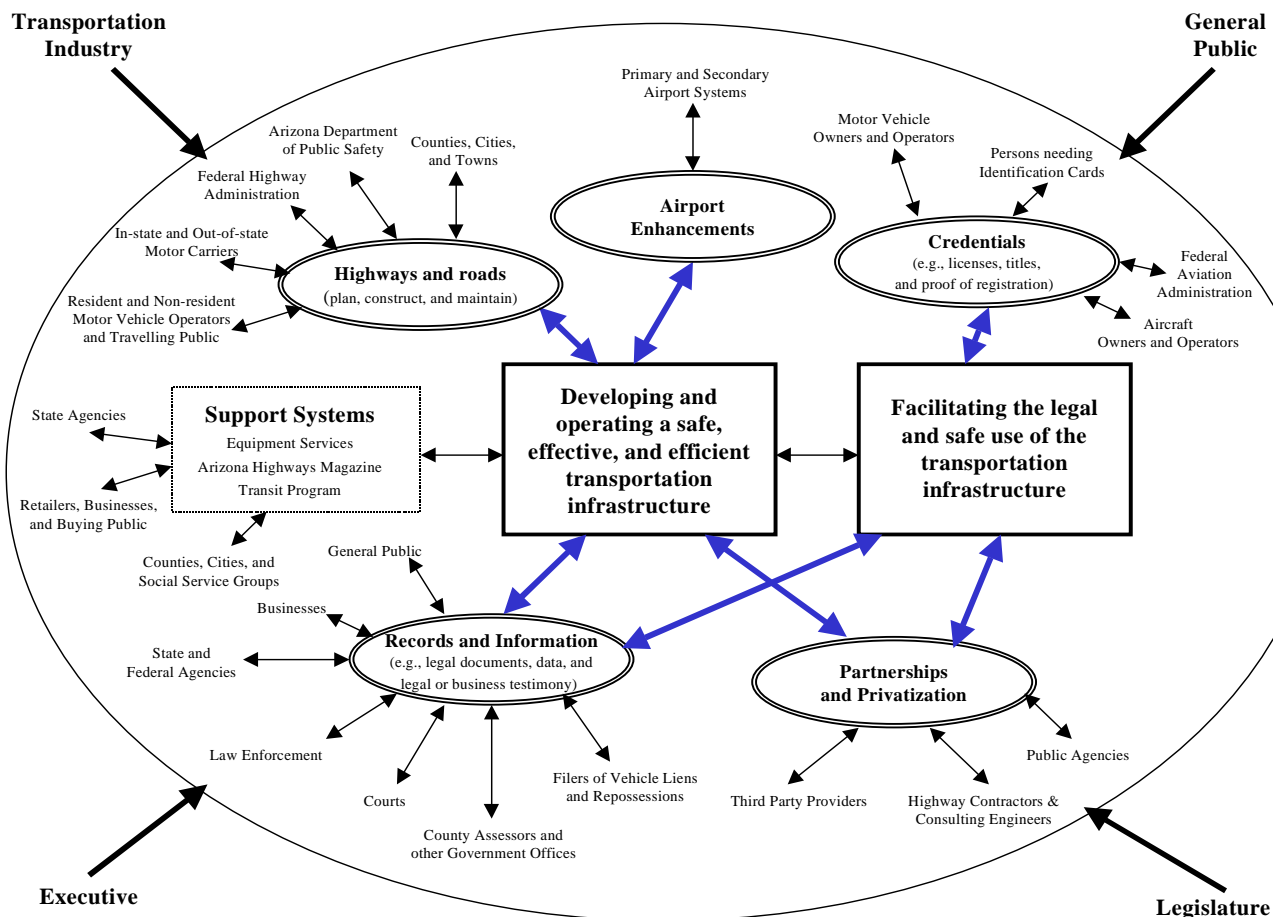


Figure 3-1

function includes Equipment Services, Arizona Highways magazine, and the Transit Program.

Equipment Services, through intergovernmental agreements, provides fleet services with 14 state agencies and political subdivisions, including the Arizona Department of Administration (2,185 vehicles) and the Arizona Department of Economic Security (484 vehicles). These services are provided while also maintaining the ADOT fleet of 4,300 vehicles. Additionally, fuel is provided to 28 agencies and political subdivisions. Every effort is made to ensure services are available to external customers. To date, all requests for intergovernmental agreements have been activated.

One additional customer group is served by a unique branch of ADOT, the Arizona Highways magazine unit, which publishes and sells Arizona Highways magazine, viewed as one of the top travel-tourism related publications in the world, as well as a line of related products (calendars, books, and general merchandise.) This customer group consists of retailers, corporate businesses, and the buying public, and is targeted through: (1) a major subscriber research study conducted approximately every four years; (2) on-going tracking of correspondence (both E-mail and conventional mail); (3) continual evaluation of direct mail source lists; (4) referrals from current corporate clients; (5) independent commissioned sales representatives who sell Arizona Highways books and calendar products to new vendors outside Arizona; (6) numerous trade shows, conferences and book festivals around the country where a customized Arizona Highways exhibit is displayed; and (7) utilizing current print media, Internet, and third-party vendors for new product placement opportunities and promotions.

For over a decade, ADOT has had two primary transit grant programs: The Rural Public Transportation Program and the Elderly and Persons with Disabilities Transportation Program. Both programs are 100 percent federally funded to date, administered by the Transit Branch of the Transportation Planning Division and nationally administered by the Federal Transit Administration. The Rural Program provides up to \$1.8 million annually in federal capital and operating assistance.

The Elderly Program provides nearly \$1,000,000 annually in capital assistance only, typically in the procurement of rolling stock (e.g., wheelchair lift-equipped and non-lift vans).

ADOT's statutorily mandated position in the public sector environment signals the fact that competition is virtually non-existent. The one true exception to this claim is the Arizona Highways business unit, which markets and sells its products through a traditional retail approach. Consideration of these retail competitors, their clientele, and the potential customer markets is given through a variety of methods. These methods include "secret shopper" visits to competitive gift and specialty stores, attendance at specific trade shows, regular meetings with vendors to discuss new product lines and trends, inclusion of subscriber lists of competitive publications in the mix of direct mail targets, and direct contacting of customers of competitors to introduce the Arizona Highways product line, and to obtain feedback on the line, pricing, customer service and new developments in the business.

Aside from this unique ADOT retail function, perhaps the greatest "competitors" of ADOT business are really partners: (1) Arizona counties, cities, and towns, which own certain roads and byways; and (2) third party providers. (Third party providers work under contract with MVD as partners to deliver licensing and registration services to MVD customers.)

Specific to MVD, and in addition to third party providers, other methods of outsourcing products and services are employed, including the Internet, Interactive Voice Response, use of state prisoners to complete call center communications, and use of electronic pre clearance for motor carrier vehicles at some Arizona ports-of-entry.

ITD uses private sector entities to provide highway design and construction services to help ADOT meet commitments.

Other ADOT relationship-building activities include: taking a proactive response to legislatively-mandated changes, such as completing a video campaign regarding the Graduated Driver License for teenagers and updated customer service guides.

Key Products and Services Provided That Help Define Customer Groups	Customer Expectations	ADOT program(s) primarily responsible for providing key products and services
Highway and road infrastructure	Safe, effective, and efficient transportation infrastructure; fair representation of transportation needs at lowest cost.	ITD and MVD
Credentials, such as licenses, identification cards, titles, and proof of registration	Accurate motor vehicle-related credentials, short wait times in field offices, courteous and knowledgeable service, quick turnaround, and user-friendly accessibility to services and products (i.e., Internet use, especially.)	MVD ( <i>and authorized third party providers</i> )
	Accurate aircraft-related credentials, courteous and knowledgeable service, and quick turnaround.	Aeronautics
Partnerships and Privatization	Open access to ADOT as a business partner before, during, and following contract negotiations; quick and knowledgeable responses to technical issues; guidance and fairness in matters of quality assurance.	MVD, ITD
Records and information	Accurate and timely information, including motor vehicle records and statistical data; legal testimony during court proceedings; input into development of legislation, regulations, and policies; fast and efficient incident response time; benchmarking and/or other business-related information.	ITD, MVD, and TSG
Airport Enhancements	Public forums to establish priorities for airport transportation system enhancements; fair representation in funding of prioritized needs.	Aeronautics

Figure 3-2

**3.1a(2)** In Figure 3-2, customers' expectations are shown in relationship to ADOT's key services/products. ADOT uses the strategic planning process as a guide to determine customer expectations. The Department analyzes the gathered data and other information to make changes designed to improve the way business is conducted. Customer-related data and feedback is obtained from:

- Periodic surveys conducted by an independent research firm, which obtains data on public perceptions of ADOT's performance.
- A formal information gathering process conducted yearly helps determine critical needs related to ADOT's Five-year Construction and Facilities Program for Highways and Airports for ground and air transportation users.
- The Vision 21 Task Force, comprised of a large and diverse group of individuals and entities, provide input on the future direction of Arizona transportation issues.
- A three-year Surface Transportation Improvement Program as required by the Federal Highway Administration obtains critical information from counties and regional transportation authorities.
- Customer satisfaction surveys (written, automated phone, and Web-based).
- Personal follow-up phone calls.
- Trade shows and other public events where information is disseminated and feedback obtained.
- Verbal and written (conventional and E-mail) communications from customers, including complaints.
- Information gathering during radio talk shows where ADOT executive management interact with the public regarding current ADOT issues.
- Letters to the newspaper and television commentary or news stories.
- MVD field office self-evaluation called "Mystery Shopper."
- Industry councils and advisory committees.
- Public forums, including focus groups and town hall meetings.
- State Transportation Board working sessions throughout Arizona.
- Periodic partnering sessions held between ADOT and third party providers.
- ADOT participation in national transportation associations.
- Local government entities, local law enforcement, courts, Indian Tribal Nations, etc.
- Interaction with the Arizona Legislature and Executive.
- On-site survey cards issued to travelers.
- Federal Highway Administration comments on ADOT's public hearing process.
- An engineering review process, value analysis, is deployed where technical and non-technical staff and stakeholders review alternatives to proposed construction designs.
- Inquiries received through ADOT's Legislative Liaison Office on constituent and legislative inquiries.

In relation to the Arizona Highways magazine, listening strategies include subscriber research study; and product reviews with key retail, wholesale, and corporate buyers, referencing performance and overall market trends. In

addition, annual performance reviews of each catalog item are performed (sent to over 600,000 homes each year), assessing sales velocity and general merchandise trends, and providing a key tool in refining the next catalog and in making new merchandise buying decisions.

Demographics play a significant role in the provision of services. As Figure 3-3 shows, Arizona has experienced a 40 percent increase in population in the past 10 years.

<b>ARIZONA POPULATION As reported in the United States Census</b>		
<b>April 1, 1990</b>	<b>April 1, 2000</b>	<b>Percent Increase</b>
3,665,339	5,130,632	40%

Figure 3-3

Of the 1,465,293 growth in population, 65 percent is in Maricopa County; 12 percent is in Pima County. Thus, the provision of services focuses extensively on serving this large customer segment, including the Regional Freeway Acceleration.

Technology and privatization/partnership techniques have become crucial components in formulating new service delivery methods. For example, a Third Party Program was implemented by MVD in 1993, and fully established in 1997, to proactively target and address customer needs. Between fiscal years 1997 and 2000, third party transactions increased 379 percent, from 271,000 to nearly 1.3 million.

ADOT also strives to improve its relationship building with its nationally recognized Partnering Program. ADOT works with engineering consultants and construction contractors as well as partners in other federal and state agencies, such as the Department of Public Safety, Federal Highway Administration, and the United States Forest Service. The objective is to develop a high quality, safe transportation system that takes environmentally sensitive issues into consideration.

Each of the third party and outsourcing methods, in conjunction with other significant process improvement measures implemented by MVD in its field offices and elsewhere in the division, have greatly facilitated MVD's ability to both identify customers and to serve them better. These measures include the implementation and continuing enhancements of technology in field offices to queue customers for services (called "Q-matic"); increased training and cross-training of field office staff; renewals by mail and phone; drop boxes in field offices for those customers who don't wish to wait in line; biennial and

permanent fleet registrations; extended driver licenses; and others.

Two fundamental MVD customer segments have been identified: (1) those who obtain license and registration services and products via field offices, and (2) those who use alternate methods. These two customer segments are targeted to improve services, products, and methods of delivery.

In 1998, legislation made it possible for all third party providers, including IBM, to retain two percent of the Vehicle License Tax collected and \$1.00 for every registration and title transaction completed. This legislation was introduced with the advice, consent, and full support of the third party industry.

Prior to this change, average Internet transactions totaled 474 per month in October 1998, immediately following the legislative change in fees, transactions increased to 2,116. Increases have occurred nearly every month since then, culminating with 41,302 transactions in May 2001 and 300,997 total transactions for FY 2001 to date (June through May)—a remarkable 10,169% increase over FY 1998; and a 369% increase over FY 1999, following the cancellation of fees.

The Internet is a prime initiative of MVD in serving its customers better, faster, and at the lowest cost possible. Customer comments on Internet service continue to be reviewed each week and thoroughly analyzed and summarized each month.

At field offices, a brief printed survey asks five questions of customers. These postage-paid surveys are handed to each individual by the customer greeter, who requests that they complete the survey and either put it in the drop box or mail it at their convenience. (See Figure 7-3.) These results demonstrate to management that while wait time continues to be the number one customer concern for improvement, a high percentage of respondents are highly pleased with current service levels.

In addition to MVD, other ADOT areas also listen and learn from customers. The Transportation Services Group of ADOT Administration develops statewide strategic plans for the Intelligent Transportation System. During the planning process, focus group discussions take place with representatives from a wide variety of external user groups, including the trucking industry, towing industry, Department of Public Safety, emergency service providers, auto associations, citizens, local politicians, city and county officials, and many other organizations. Input

gathered as a result of these focus group discussions is incorporated into the strategic plans.

Public notices are distributed at large, calling for comment at public Council of Government meetings, or via mail, Internet, and fax. Constituents in their districts, local governments, planning organizations, chambers of commerce, the business community, and ADOT professionals also give feedback to Transportation Board members and District Engineers. These comments and other information and technical data combine together to help formulate ADOT's long-range 20-year transportation plan, which then congeals into a highly specific and targeted Five-Year Highway Construction Program.

The Vision 21 Task Force held many forums throughout the state to elicit feedback from constituents on Arizona's future transportation needs. As a result, a \$20-billion funding gap between the current and future system has been identified. Discussions are continuing to determine how to overcome this shortfall.

Listening to the highway user and customer relationship-building are key components of highway maintenance where a "Level of Service" Program is in effect, called "Partnering With Our Customers for Effective Maintenance Management." Through citizen feedback, ADOT developed the Arizona Asset Accountability Program, which focuses on communication with citizens and policymakers.

ADOT also listens to aviation customers and prioritizes their needs based on the Priority Programming Process (See Figure 6-3). Included in this process are ADOT board policies, importance of the project to the airport, importance of the airport to the citizens and provisions from the priority programming law (Arizona Revised Statute. 28-6951).

Once all highway and airport project requests have been prioritized and matched with available funding, the Priority Programming Committee presents a tentative update of the Five-Year Program to the State Transportation Board. The Board authorizes release of the Tentative Program for review by the public. After release by the Board, the Tentative Program is distributed widely throughout the state to local elected officials, transportation agencies, and other interested parties. Public hearings are then conducted to obtain input from anyone who wishes to comment on the program.

## **3.2 Customer Satisfaction and Relationships**

### **3.2a. Customer Relationships**

**3.2a(1)** ADOT builds customer relationships by inviting the public to join in celebrating the opening of newly completed construction projects. ADOT invites residents to walk, bike, or skate on new sections being opened, where they enjoy live music, vehicles on display, and refreshments.

The Public Hearing Process is used to meet with and inform the public of upcoming transportation changes. On more urgent issues, ADOT works closely with the media to keep the public informed regarding key transportation issues. Scheduled meetings with cities, counties, and local government entities provide feedback and the opportunity to respond to public concerns. In addition, the motoring public receives updates several times an hour on road conditions through the Freeway Management System broadcast by local radio and television, and the Internet. Road closures and changes are publicly disseminated through the media to provide advance warning to the motoring public.

ADOT takes a proactive role to meet the needs of our customers by keeping them informed of policy changes and welcoming feedback. Agency representatives initiate and attend special-interest group meetings throughout the state to openly share and discuss issues of mutual concern and interest.

ADOT reviews customer and operational performance data related to financial information and socio-economic trends to develop and plan organizational and quality improvements. An external contractor conducts an annual statewide, comprehensive survey of ADOT's external customers. This survey is used to identify customer satisfaction and requirements. Results of this survey are published and distributed publicly. The results are used internally to:

1. Improve customer satisfaction.
2. Resolve short-term maintenance and traffic problems.
3. Plan long-term highway maintenance and constructions projects.
4. Plan and implement short and long-term public information and education efforts.

ADOT listens and responds to customer desires for shorter wait times in MVD field offices where license and vehicle registration-related services are provided. These four key customer surveys are used at MVD. (See Figure 7-3.)

- The first, used at field offices, asks five questions of customers. These postage-paid, printed surveys are handed to each individual by the customer greeter, who requests that they complete the survey and either put it in the drop box at the office or mail it at their convenience. Response rates are approximately 1.5 to 2.0 percent. Customers are also given the option to make a narrative comment.
- A second survey is completed on the Internet following the customer's completion of a transaction. Two basic questions are asked. The response rate for these surveys is approximately 59 percent. Customers are given the option to make a narrative comment. Internet customers can contact MVD by E-mail if they wish a personal reply. It is likely that these customers are comfortable with electronic communications, so it is expected that the Internet mode of access meets their needs. To help ensure satisfaction, a telephone number is provided if direct voice contact with a staff member is preferred.
- A third survey is completed on the phone following the customer's completion of a transaction and/or receipt of information through MVD's Communications Call Center. Each customer is asked if he/she would be willing to respond to an automated three-question survey. The response rate for these surveys is approximately one percent.
- A fourth survey is completed on the phone following the customer's completion of an electronic transaction via Interactive Voice Response. Each customer is asked if he/she would be willing to respond to an automated, three-question survey. The response rate for these surveys is approximately 18 percent. Customers are given an opportunity to record their verbal comments, which are later listened to and analyzed by staff.

The MVD Call Center is one of the most important opportunities in gauging customer expectations. This program is jointly coordinated with the Department of Corrections to train and employ prisoners to answer general questions from the public. Once trained, prisoners assist the public with questions pertaining to title and registration and other motor vehicle related issues. (These prisoners handle approximately 48 percent of all calls received by the MVD Communication Center each year.) Three general types of customer comments have been categorized by Call Center management: (1) those directed to or at a specific staff member, (2) those directed at specific field offices, and (3) general suggestions. The supervisor individually addresses the first type and the staff

identified, to include training if needed. The second type is analyzed to identify trends with specific offices and/or issues. The third type is discussed by management and in staff meetings. All appropriate suggestions are considered and implemented where possible.

Determining customer satisfaction and needs is accomplished through means other than formal surveys. For example, through a "Customer Astonishment" program, MVD provides a personal touch in offering quality customer service.

Third party providers, who have direct connectivity to the MVD records database, and customers with electronic access to motor vehicle records, occasionally have technical issues or problems. ADOT Support Desk personnel have been trained to answer questions and resolve problems for these customers. Third party providers handle complex customer transactions, so they frequently have questions relating to policies, business requirements or procedural steps. A Quality Assurance Unit is available for direct assistance from staff members.

From a highway user perspective, ADOT builds positive relationships with its customers by providing road construction updates and by giving advance notice to residents of construction schedules, including the distribution of flyers to affected residents, with information on alternate routes and timeframes for completion. Highway users consistently rate ADOT high during monthly surveys. (See Figure 7-4 for results.)

As a part of the Pima Freeway Noise Study, 18,000 door hangers were distributed to all residences within 1/2 mile of the freeway. Comments were requested on the freeway noise. To date, 550 responses have been received. Noise readings have been taken at approximately 15 to 20 locations, with a few isolated areas being identified that exceed an acceptable level of noise. The study will continue through the end of June 2001.

**3.2a(2)** So much of what ADOT does for its customers relates to completing credential-related transactions, such as driver licenses, identification cards, titles, and registrations. Increases in population and demands for mandated services have challenged MVD to find ways to meet demands while reducing the amount of time it takes to receive services. (The U.S. Census estimated the population of Arizona in 2000 to be 5,130,632. The number of customers served in field offices alone in FY 2000 was 4,576,300; in FY 2001, the estimate is 4,645,000.)

Major Interaction Points	Key Customer Requirements	Performance Measures	Standards Based On
<b>MVD field office transactions</b>	Short wait time in field offices Knowledgeable and Courteous staff Customer satisfaction	Reduce the average customer total visit time (door-to-door) to 23 minutes Serve 60% of all customers in 15 minutes or less Ensure 91% of customers rate experience as excellent or good	Customer satisfaction surveys Office of Excellence in Government analysis Legislative and Executive input Previous performance levels
<b>Internet transactions</b> (serves to reduce wait time in field offices)	Convenience and Speed Customer satisfaction with Internet service	Increase Internet transactions to 360,000 (from 181,000) Ensure 99% of customers are either very satisfied or satisfied with Internet service	Customer satisfaction surveys Legislative and Executive input Previous performance levels
<b>Alternate renewal transactions</b> (serves to reduce wait time in field offices)	Alternative methods to standing in line at field offices to complete transactions Convenience and Speed	Complete 67% of all vehicle registration renewals through alternate methods (Internet, Interactive Voice Response, Renew-by-mail, Third Party Offices)	Customer satisfaction surveys Legislative and Executive input Previous performance levels
<b>Electronic delivery transactions</b> (serves to reduce wait time in field offices)	Convenience and Speed	Increase electronic delivery transactions to 19.5 million (from 18.9 million)	Business requests for electronic delivery services Previous performance levels
<b>Call Center transactions</b> (serves to reduce wait time in field offices)	Short wait time on phones Knowledge and Courtesy of staff Customer satisfaction	Maintain a 1.8 minute average telephone wait time Ensure 78% of customers are satisfied with wait time Ensure 68% of customers state that information derived or transaction completed via phone saved an office visit	Customer satisfaction surveys Legislative and Executive input Previous performance levels
<b>Technical support calls</b> (serves to reduce wait time in field offices)	Short wait time on phones, especially for field office staff Knowledgeable and Courteous staff	Answer 75% of tech support calls within 2 minutes or less Reduce the average wait time to 2 minutes	Reduced wait-time initiative in field offices Previous performance levels

**Figure 3-4**

MVD has identified key customer contact requirements and other related components, enumerated in Figure 3-4. These requirements have been deployed to staff via the strategic planning and budgeting process, an incentive program for field office staff, and staff program meetings. Progress is regularly reported in weekly reports to various levels of management as well as through monthly updates on objectives and performance measures, which are reviewed and analyzed by executive leadership and strategic planning and budgeting support staff.

**3.2a(3)** ADOT values feedback from both internal and external sources and provides several avenues for customers to report complaints. Complaints are received in different ways:

- Verbally, to customer contact personnel
- Letters or phone calls
- Constituent referrals from legislators or the Governor's Office
- Surveys and suggestion cards
- ADOT Web page and E-mail
- Highway Hot Line
- Public Hearings and Meetings

All formal complaints and constituent responses are tracked and monitored via a detailed "Action Slip" process where customers are assured their concerns will be immediately investigated. Once the complaint is investigated, the customer is notified of the final disposition. (See Figure 7-27 for results.)

The Action Slip is channeled to the appropriate unit manager, who is charged with responding to the complaint. The Action Slip provides specific response instructions and

a due date. The Director, and other management as a backup monitor, to ensure that the complaint will be resolved in a timely manner, monitors this process. Once resolved, the Program Administrator determines if improvement opportunities exist for internal processes to avoid similar, future complaints, and/or improve customer service. These issues are routinely discussed at weekly manager meetings so that all programs are continuously aware of each other's operations.

Front line staff attempt to handle verbal and written complaints on the spot. If escalation is required, the complaint is referred to a supervisor or manager.

Written and electronic complaints are forwarded by the receiving coordinator to appropriate staff members, who reply directly to the customer. Copies of the reply are also sent to internal staff members as appropriate.

General complaints received from customers completing transactions via the Internet are studied to determine what kind of resolution, if any, is warranted. Numerous complaints indicating difficulties related to user-friendliness trigger actions needed to make system corrections.

Third party providers with procedure-related complaints can easily access MVD quality assurance staff, who have the capability to get online with a third party customer-computer screen to walk through problems electronically and provide on-the-spot corrections.

An investigation and resolution procedure is also in place for end-user customers who complain about service delivered by a third party provider. This involves direct

fact-finding with the third party, feedback to the complaining customer, and corrective action for the third party if necessary.

For the Arizona Highways magazine, Customer Service Representatives are the first line of contact. These persons are empowered to diffuse an issue by seeking a satisfactory resolution during the initial contact. If necessary, the issue is escalated to the next level of supervision and management. The Customer Service Representative's goal is to resolve all concerns within the same day. All concerns/complaints noted at any level are documented with comments on the customer's account.

Within the Partnering Program, both ADOT and its construction industry partners develop a written charter with a common mission and goals—an evaluation and issue resolution process, which allows issues to be resolved quickly.

**3.2a(4)** For those customers seeking credentials, constant attention is given to reducing wait times in field offices and making services more easily accessible. Customer satisfaction with field offices is a key agency objective reported by MVD (see Figure 7-26). It is also a significant factor in determining incentive pay for field office staff. Information is analyzed to identify areas for improvement and appropriate corrections or changes are made.

### 3.2b Customer Satisfaction Determination

**3.2b(1)** Aside from the statewide, annual comprehensive survey of ADOT's external customers by a contractor, several survey approaches are taken internally to determine customer satisfaction at MVD. Surveys for the methods of service delivery as shown in Figure 3-5 are distributed and received on a daily basis and are calculated and reported at least monthly. All customers are given the opportunity to offer feedback.

The Call Center has undergone a dramatic shift in the automated telephone script it uses to provide customers with general information and/or access to a customer service representative. What once took approximately 7-8 minutes to get through the automated script now takes about 30 seconds or less. This change occurred as a direct result of customer feedback.

**3.2b(2)** Whenever personal follow-up is needed, it is done by a staff member with responsibility or expertise in the particular transaction area. This can be either by telephone, E-mail, or written correspondence, or even face-to-face, depending on how the initial contact with the customer was received.

The Arizona Highways magazine determines customer satisfaction levels through subscriber research. A well-developed and well-executed survey provides unique insight into customer desires and expectations. By utilizing

<b>MVD SURVEY RESULTS AND RELATED PERFORMANCE MEASURES</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY 2000</b>	<b>FY 2001 (July-March)</b>
Field office overall satisfaction (satisfied and very satisfied)	N/A	86%	91%	91%
Average field office wait time (minutes)	N/A	29.1	15.1	15.6
Average field office total visit time (minutes)	N/A	37.5	23.6	23.9
Internet overall satisfaction (satisfied and very satisfied)	N/A	N/A	99%	99%
Internet transactions completed	2,931	61,922	180,214	226,396
Interactive Voice Response overall satisfaction (satisfied and very satisfied)	N/A	N/A	98%	98%
Call Center overall satisfaction (satisfied and very satisfied)	N/A	N/A	75%	77%
Call Center (phone transaction saved a trip)	N/A	N/A	67%	63%
Percent of calls abandoned	30%	14%	14%	19%
Average telephone wait time (minutes)	5.0	2.4	2.0	3.4

Figure 3-5

With regard to partnering, ADOT provides training that encourages a partner approach to its third party provider customers. This approach builds a more positive relationship and reduces the potential of adversarial attitudes. Periodic face-to-face meetings with third party partners also provide an opportunity for direct feedback to the MVD staff, giving them personal access to staff members at all levels.

a qualified research firm, questions are structured in a manner to elicit clear, usable responses. The qualitative and quantitative results are subsequently analyzed and presented to all members of the team. Areas of concern or unexpected responses are further cross-sectioned to determine the best course of action for that particular concern.



In working with the owner of a corporate aircraft or a weekend pleasure flyer, the Aeronautics Division's customer service motto is "we are here to assist you." The Customer Service Representative resolves the issue with the customer. If not resolved then it is elevated to the next level. Periodic meetings are held with the Team to discuss prior issues and how they were resolved, which is an educational process that should be shared with all members.

**3.2b(3)** Satisfaction surveys and wait time measurements for MVD field offices can be used as a benchmark to prompt third parties to match or better the MVD results. Satisfaction feedback results from Internet customers can be compared with MVD field office results to determine whether the Internet is on par or better than field offices regarding satisfaction.

For timely, actionable feedback, the Arizona Highways magazine staff conducts follow-up calls to all new corporate sales accounts and performs random callbacks to individual customers. This provides the sales team as well as customer service invaluable feedback on how ADOT should shape its business practices.

**3.2b(4)** Arizona Highways magazine customer satisfaction methods are kept current through:

- A major subscriber research study conducted approximately every four years.
- On going tracking of correspondence (both E-mail and conventional mail).
- Continual evaluation of direct mail source lists.
- Referrals from current and corporate clients.
- Independent commissioned sales representatives who sell Arizona Highways books and calendar products to new vendors outside Arizona.

- Attending and displaying a customized Arizona Highway's exhibit at numerous trade shows, conferences and book festivals around the country.
- Utilizing current print media, Internet and third-party vendors for new product placement opportunities and promotions.

The corporate sales department contacts customers of competitors to introduce the Arizona Highways product line, and to obtain feedback on the line, pricing, customer service and new developments in the business.

The Arizona Highways magazine staff conducts an annual performance review of each catalog item (sent annually to over 600,000 homes) with a view to analyzing sales velocity and general merchandise trends evident in the sales made. This provides a key tool in refining the next catalog and in making new merchandise buying decisions.

In the Aeronautics Division, customer approaches are updated through surveys, committees, and advisory boards. In addition, feedback is received through attendance at conferences, meetings and service on planning advisory committees to aid other aviation and in-house planning efforts.

In ITD, customer satisfaction approaches are kept current by working with the Federal Highway Administration, and by being active members on various national and regional committees and subcommittees. ITD works with peers in other states and partners in the federal government to share research information, and discuss policy changes that address concerns expressed by our customers.